

## A STUDY ON COMPETENCY MAPPING IN BANKING SECTOR

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### ABSTRACT

*Every company needs competent employees to perform various organisational activities in an efficient way. Especially in today's competitive world, many companies are cognizant of this fact and prefer to select only right people for right job. Right people are identified based on vital competency required to do the work. Competency comprises of knowledge, skill, attitude and value. Competency mapping is a simple practice of recognising main capabilities required to perform a specific work and combining those competencies during the various procedures (i.e. Job appraisal, selection, staffing) of the company.*

*Many thought leaders have emphasised that competent employees turn out to be one of the competitive advantages in fending off competition. As more and more companies realise its significance, HR professionals use this to the advantage of the companies by incorporating the principles of competency mapping in recruitment, performance evaluation, succession planning, training and development. To produce high quality work many companies use this technique to understand how to combine the strengths of different employees. Individuals can also identify their competencies with the assistance of competency evaluation tools and map them to the jobs that will suit them, where they could not only survive, also thrive.*

**KEYWORDS:** Competence & Competency Mapping

**Received:** Oct 21, 2019; **Accepted:** Nov 11, 2019; **Published:** Feb 10, 2020; **Paper Id.:** IJHRMRFEB202013

### INTRODUCTION

The business climate is becoming highly volatile and tough. Today organisations trust more on capable and knowledgeable workers. It is one of the vital factors that depend on achievements of the organisation. Worldwide socio economic developments force even rock solid companies to indulge in talent war. The role of human resource practitioners has become more strategic and there is a shift from a traditional to transformational role. In a continuously changing environment, competence based management has become critical for the efficient and effective functioning of every organisation. A competency in an organisation is broadly classified into two categories namely generic and specific competency.

#### Generic Competencies

Generic competencies are the set of competencies which is general for all jobs having same level irrespective of the department. Some of the generic competencies are job expertise, mental ability, team work, innovativeness, emotional maturity.

#### Specific Competencies

Specific competencies are the set of competencies which are specific to particular job.

## ASPECTS OF COMPETENCY MAPPING

Competency Mapping is required

- To identify right employee
- Quality manpower
- To improve the performance

Application of competency mapping

- Recruitment
- Placement
- Development
- Job redesign
- Performance management

**Table 1: Various Tools of Competency Mapping**

| Competency Identification      | Competency Assessments         |
|--------------------------------|--------------------------------|
| • Task forces                  | • Role play                    |
| • Interviews                   | • Assessment centre            |
| • Group work                   | • Case study                   |
| • Questionnaire                | • Psychometric tests           |
| • Critical incidence technique | • Self and superior Assessment |

## REVIEW OF LITERATURE

It has been established by earlier research studies that a clear understanding of the concept would pave way for development of a new idea, which in the process called “Review of Literature”.

**R. Jeevarekha Dr. R. Hariharan (2018)** competency mapping helps to identify the essential competency to do the work in a better way. It is also found that most of the staffs are prepared to change their behaviour and view point to the situation and ready to improve their performance.

**Swetalina Mishra, Dr. RKS Mangesh Dash (2017)** has analysed to improve the performance of the workers firm tries to find out various ways. To improve the performance of the employees, it is essential to develop the required competency to perform the job. It is also found that the organisation have to maintain a well-planned competency mapping process.

**Sree Latha.T, Savanam Chandra Sekhar (2013)** observed that competence is essential for employees to achieve current and future organisational goals. Competency mapping helps an organisation to identify competent people to perform the task. The authors insist that organisations have to develop a pipeline of competent people for every position especially at senior level.

**Jimmy Kansal, Neeti Jain, Satyawali.P.K, Ashwagosh Ganju (2012)** analyse the gap and the required skill to improve the level of competency for upper level, middle level and lower level. The competency mapping has not only

improved the effectiveness of the organization, but also enhanced individual career progression. Mapping of competencies creates a win-win situation for both employees as well as organisations.

**Yuvaraj R (2011)** observed that competency mapping is flexible and also tailor made to suit the requirements of the user organisation. Competency mapping being a crucial issue for HR it involves lot of time, money and dedication. The author also insisted on identifying methods of competency mapping to be rewarding exercise which contributes to the growth of the organisation.

**Ajay pratap singh (2010)** has identified the most necessary skills for managers. It is observed that development of competency and designing of effective strategy are considered as mandatory competencies for HR managers. For the success of the industry, the company should designs various training programmes for different categories of HR managers in order to improve their knowledge and skill.

**Rahmat Allah Gholipur, Seid Mohammad Mahmoodi, Gholamreza Jandaghi, Haniyeh Fardmanesh (2012)** have focused on studying the key competencies for managers which will be useful for the development and enrichment of organisation. It is observed that qualification aids employee towards effective performance and enrichment of organisation.

**Fatma Ayanoglu Şişman, Nilay Gemlik and Ugur Yozgat (2012)** aims to determine different perceptions on core skills and to assess the core skills. It is observed that companies give more importance to develop their core skill in order to reach good position. It is also observed that a company decides the future only based on the strength of the competencies.

### **Aim of the Study**

- To find out the extent of awareness on the knowledge and skills possessed by employees.
- To identify the extent of core competence in employees.

### **Limitations**

- The datum was collected from the employees employed in banking sector.
- The data was collected only from Chennai city.

### **Sources of Datum**

- The data was collected through questionnaire.
- The Secondary data was collected from Journals, websites.

## **ANALYSIS AND INTERPRETATION**

### **Knowledge and Skill**

Knowledge and skill is one of the factors directly inducing the competency mapping of the workers. Knowledge and skill helps the employees to understand their work and to do the work in a efficient way. The application of parametric t-test shows the following results.

**Table 2: One-Sample Statistics**

| Factor | N   | Mean   | Std. Deviation | Std. Error Mean | t-value | Significance |
|--------|-----|--------|----------------|-----------------|---------|--------------|
| KS1    | 411 | 4.2311 | 0.73757        | 0.03638         | 33.84   | .000         |
| KS2    | 411 | 4.1946 | 0.89773        | 0.04428         | 26.978  | .000         |
| KS3    | 411 | 4.5085 | 0.61032        | 0.0301          | 50.109  | .000         |
| KS4    | 411 | 3.0925 | 0.97841        | 0.04826         | 1.916   | 0.056        |
| KS5    | 411 | 3.6229 | 0.8703         | 0.04293         | 14.509  | .000         |

It also found that all the t values are positive and statistically significant at 5% level except the 4th variable, fully aware of each and every process required to complete the assigned task. Therefore, it can be concluded from t- values as well as the mean values that the employees strongly agree with the knowledge of policies, up-to-date information about industry.

### Core Competence

Core competence is also one of the factors influencing the competency mapping of the employees. Core competence is a set of skills and technologies that enable a company to provide extremely high value to customer. Core competence helps an organisation to distinguish itself from its rivals as well as to reduce its cost than competitors and thereby attains a competitive advantage. Core competence helps the company to be innovative and to adopt new technology which ensures the delivery of standardised products and services to the clients. The application of parametric t test shows the following results.

**Table 3: One-Sample Statistics**

| Factor | N   | Mean   | Std. Deviation | Std. Error Mean | t-value | Significance |
|--------|-----|--------|----------------|-----------------|---------|--------------|
| CC1    | 411 | 4.0535 | 0.22536        | 0.01112         | 94.775  | .000         |
| CC2    | 411 | 3.7324 | 1.00555        | 0.0496          | 14.765  | .000         |
| CC3    | 411 | 2.3431 | 0.87042        | 0.04293         | -15.301 | .000         |
| CC4    | 411 | 3.1338 | 0.45703        | 0.02254         | 5.936   | .000         |
| CC5    | 411 | 3.9051 | 0.88248        | 0.04353         | 20.793  | .000         |

It is also found that all the t values are positive and statistically significant at 5% level. It is observed from t-values as well as the mean value, the employees strongly agree with prescribed standards and specifications of the present job. Employees ensure that standards and specifications are met and will receive feedback from others in order to improve the performance.

### SUMMARY

The rationale behind this study is to explore the professional and personal factors, which boost employers to map competencies in the Chennai district Tamilnadu.

### FINDINGS

The percentage analysis of demographic details of the respondents revealed the following.

- Maximum numbers of the employees are in the age group of 26-30 and male members constitute the majority.
- Most of the employees hold a postgraduate degree and work experience of less than five years.
- Maximum numbers of respondents are drawing income of Rs.20001-30000 per month.
- Majority of the respondents have the required knowledge and skill to perform their jobs.

- Most of the employees ensure that the standards and specification are met.
- Majority of the respondents like to get feedback from others.

## SUGGESTIONS

The organisation taken for the purpose of the study can definitely enjoy competitive edge, if they provide adequate training for their employees to improve competencies namely communication skills, innovative skills, job knowledge, team building, and critical thinking.

## CONCLUSIONS

Competency in banking sector has been proved to be good to a greater extent. When the employers take consistent efforts to identify the gap between the expected and actual level of competencies and fill the gap through innovative programmes, attaining excellence is not far off.

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## AUTHOR PROFILE



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